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The Fifth Estate

RADIO TELEVISION CABLE SATELLITE

Broadcasting Mar 20

FIRST RUN ALL STARS.

TRIAL BY JURY

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SUPER SLOPPY DOUBLE DARES

REMOTE CONTROL

SUPERBOY

BETCHA!

THIS MORNING'S Business

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58th Year 1989

THE REP

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Broadcasting Mar 20

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sory copyright license, at least for distant signals, saying move would benefit consumers, broadcasters and cable programing services (BROADCASTING, Oct. 31, 1988). Recommendation will be expanded to cover local signals if FCC Commissioner Patricia Diaz Dennis comes through with vote, which she is withholding until "editorial changes" are made.

What Congress will do is unknown. At very least, if it decides to pass law requiring local signal carriage, it will probably also preserve copyright license for signals.

On Jan. 3, House Telecommunications Subcommittee member John Bryant (D-Tex.) reintroduced bill he offered in last Congress (BROADCASTING, April 4, 1988) to condition compulsory license on whether cable operator is carrying local broadcast signals. Senate Copyright Subcommittee Chairman Dennis DeConcini (D-Ariz.) revived measure from last Congress that is virtually identical to Bryant's bill.

Crossownership

Telco-cable—FCC tentatively concluded by 2-1 vote in July 1988 to recommend that Congress lift crossownership ban on telephone companies providing cable television service in their telephone service areas, and proposed loosening its rules to allow some telcos to own minority interest in or finance cable systems in their service areas.

However, FCC may not be able to affirm decision. Commissioner James Quello issued statement Jan. 13, saying he was reconsidering vote favoring repeal. And Commissioner Patricia Diaz Dennis, who voted against "tentative conclusion," continues to feel ban against telcos controlling programing should be retained, although she believes telcos should be allowed to offer video transmission services as common carriers.

In comments on the "tentative conclusion," telco industry, along with National League of Cities and six major motion picture studios, supported FCC initiatives, but cable operators, led by National Cable Television Association, strongly opposed them.

FCC move follows National Telecommunications and Information Administration report on cable TV regulation recommending telephone companies be allowed to serve as transporters of others' programing, although not as programers themselves, in telcos' own service areas (BROADCASTING, June 20, 1988).

At present, barriers to such BOC crossownership include not only FCC regulations and 1984 Cable Act but also modified final judgment issued by U.S. Judge Harold Greene in his supervision of breakup of AT&T. NTIA has petitioned FCC to preempt Greene's regulation of BOC's, arguing that judge is hampering their entry into information services, including cable.

Duopoly, one-to-a-market—FCC voted Oct. 27, 1988, to relax duopoly rules to allow closer spacing of commonly owned AM and FM stations, arguing that impact on diversity would be negligible and that it would allow some broadcasters to reap certain economies of scale.

Using same justification, FCC relaxed policy for waivers to one-to-market rules Dec. 12, 1988, saying it would look favorably on waiver requests involving top 25 markets with at least 30 broadcast "voices."

Broadcast-newspaper—Appropriations bill (H.R. 4782), which was signed into law, includes provision that prevents FCC from reexamining its broadcast-newspaper crossownership rules.

Rupert Murdoch won victory in U.S. Court of Appeals in Washington March 29, 1988, when court ruled that statute passed by Congress in session's final hours violated First and Fifth Amendments by prohibiting FCC from extending current waivers of rule banning newspaper-television station crossownership. Court did not rule on constitutionality of substance of provision that bars commission from repealing or modifying television-newspaper crossownership ban.

Direct Broadcast Satellites

■ Total of 10 permittees and applicants to launch Direct Broadcast Satellites (DBS) believe that high-power Ku-band birds will make possible direct-to-home television reception by consumers owning small receiving dishes. Proponents say Ku-band DBS is 10 times more powerful than average C-band birds and will enable reception of video programing via affordable downlinks one-tenth size of average C-band dishes, thereby expanding C-band home satellite market well beyond current two million. Most agree on need to bring together "business system," including consumer equipment manufacturers, programers and cable operators, last as likely retailers to home market.

Hughes Communications, operator of largest fleet of U.S. satellites, and Tele-Communications Inc., through subsidiary, Tempo Enterprises, are among applicants. Already holding permit to provide 32-channel service via two co-located birds, Hughes, which proposes 1992 launch, is considered most viable.

Comments filed in January and February on FCC's proposed requirement that permittees be assigned pairs of DBS slots—one east, one west, each serving only half of U.S.—to create most efficient use of spectrum, were split. Proponents of 32-channel services from single slot said pairing would double costs to operator and consumer, as well as reduce channel offerings. Other applicants already proposing paired east-west birds requested preference on positions. And others proposed 16-channel-per-slot limit.

FCC staff say that once pairing issue is settled, not for "several months," round of assignments will be made. Due to spectrum shortage, they say, possibility exists that comparative process may have to be devised.

Value of medium power HBO-GE Americom two-satellite DBS co-venture, Crimson Satellite Associates, was 'written down' $35 million by HBO parent company, Time Inc., in last quarter of 1988—third of original value. HBO already provides Ku-band feeds of its pro-

BY THE NUMBERS

Summary of broadcasting and cable

BROADCASTING

SERVICE	ON AIR	CP's [1]	TOTAL *
Commercial AM	4,934	265	5,199
Commercial FM	4,167	653	4,820
Educational FM	1,378	256	1,634
■ Total Radio			
FM translators	1,676	410	2,086
Commercial VHF TV	545	22	567
Commercial UHF TV	515	233	748
Educational VHF TV	120	6	126
Educational UHF TV	217	29	246
■ Total TV			
VHF LPTV	300	205	505
UHF LPTV	324	1,508	1,832
■ Total LPTV			
VHF translators	2,721	116	2,837
UHF translators	2,106	437	2,543

CABLE†

Total subscribers	49,538,000
Homes passed	73,900,000
Total systems	8,000
Household penetration†	54.8%
Pay cable penetration	32%

* Includes off-air licenses. † Penetration percentages are of TV household universe of 90.4 million. [1] Construction permit. [2] Instructional TV fixed service. [3] Studio-transmitter link.

■ **March 30-April 1**—*National Federation of Local Cable Programers, Central States region*, spring conference. Kellogg Center, Michigan State University, East Lansing, Mich. Information: (517) 355-2300.

March 31—Deadline for entries in eighth International Radio Festival of New York, honoring "best radio programs, programing formats and on-air personalities in the U.S. market and overseas." Information: (914) 238-4481; fax, (914) 238-5040.

March 31—Deadline for applications to *Gannett Center for Media Studies* leadership institute, for "administrators and aspiring administrators in journalism or mass communications education." Information: Shirley Gazsi, (212) 280-8392.

March 31-April 1—*California-Nevada AP Television and Radio Association* convention. Monterey Sheraton, Monterey, Calif. Information: (213) 746-1200.

■ **March 31-April 1**—*Radio-Television News Directors Association* regional conference. Lawrence, Kan. Information: (202) 659-6510.

■ **March 31-April 1**—*Radio-Television News Directors Association* regional conference. New Orleans. Information: (202) 659-6510.

■ **March 31-April 1**—*Broadcast Education Association* Southwest regional meeting. Sheraton Park Central hotel, Dallas. Information: Bob Eubanks (409) 294-1340.

March 31-April 2—Economic Growth and the Quality of Life conference for journalists cosponsored by *Foundation for American Communications* and *Gannett Foundation*. Asilomar Conference Center, Pacific Grove, Calif. Information: (213) 851-7372.

April

April 2-5—*Association of National Advertisers* business-to-business marketing conference. Biltmore, Coral Gables, Fla.

■ **April 3**—"How C-SPAN Has Changed Congress," panel discussion and luncheon celebrating 10th anniversary of C-SPAN and National Cable Month, sponsored by *National Academy of Cable Programing*, National Press Club, Washington. Information: Lisa Taylor, (202) 775-3611.

April 3-5—*Central Educational Network* annual conference. Radisson hotel, Toledo, Ohio. Information: S.J. Peters, (312) 350-8700.

April 4—"Directing Daytime Dramas," last in four-part series of seminars examining "work and achievements of television directors in New York," sponsored by *Museum of Broadcasting* and *Directors Guild of America*, Museum, New York. Information: (212) 752-7684.

■ **April 5**—"Cable: Bringing More Baseball to Viewers," luncheon panel, during National Cable Month, focusing on new deals for baseball on television, sponsored by *National Academy of Cable Programing*, Fairmont hotel, Chicago. Information: Lisa Taylor, (202) 775-3611.

April 5—Presentation of *Scripps Howard Foundation* national journalism awards. Cincinnati. Information: (513) 977-3825.

April 5—*National Academy of Television Arts and Sciences* drop-in luncheon. Speaker: Robert Lipsyte, host, *The Eleventh Hour*, on WNET-TV New York. Copacabana, New York. Information: (212) 765-2450.

April 5-8—*Asian American Journalists Association* national convention. San Francisco. Information: (415) 346-2051.

April 5-9—*National Association of Black Owned Broadcasters* 13th annual spring broadcast management conference. Saddlebrook Resort, Tampa, Fla. Information: Ava Sanders, (202) 463-8970.

April 6—Matrix Awards luncheon of *New York Women in Communications*. Waldorf-Astoria, New York. Information: (212) 532-3669.

April 6—53rd annual presentation of Ohio State Awards banquet ceremony. National Press Club, Washington. Information: (614) 292-0185.

April 6-7—Sixth annual minority career workshop, sponsored by *International Radio and Television Society* and *IRT Foundation*, Viacom conference center, New York. Information: (212) 867-6650.

April 6-7—"Cable Television Law: Dealing with the New Challenges," seminar sponsored by *Practising Law Institute*, Hyatt Regency, San Francisco. Information: (212) 765-5700.

April 6-8—*New Mexico Broadcasters Association* annual convention. Marriott hotel, Albuquerque, N.M.

■ **April 7-8**—*Broadcast Education Association* East Coast meeting, Baltimore. Information: Frank Holston, (301) 396-7980.

April 9-11—Public television annual meeting, jointly sponsored by *Public Broadcasting Service* and *National Association of Public Television Stations*. Sheraton Harbor Island East, San Diego. Information: (703) 739-5082.

April 9-11—*Virginia Cable Television Association* 23rd annual convention. Wintergreen, Va. Information: (804) 780-1776.

April 9-12—*Broadcast Financial Management/Broadcast Credit Association* 29th annual conference. Luncheon speaker: Howard Stringer, president, CBS/Broadcast Group. Loews Anatole, Dallas. Information: (312) 296-0200.

April 9-12—*Cabletelevision Advertising Bureau* eighth annual conference. Theme: "Cable: Making Television Better Than Ever." Waldorf-Astoria, New York. Information: (212) 751-7770.

April 10—Presentation of Sports Emmy Awards, sponsored by *National Academy of Television Arts and Sciences* (to be telecast April 15). Sheraton Center, New York.

April 10—"Women, Men and Media," conference sponsored by *Gannett Foundation* and *University of Southern California*. National Press Club, Washington. Information: Mindi Keirnan, (800) 368-3553.

April 10-12—*Association of National Advertisers* media strategy seminar. Stouffer Westchester hotel, White Plains, N.Y.

■ **April 12**—*National Academy of Television Arts and Sciences, New York chapter*, drop-in luncheon. Speaker: Marc Lustgarten, president, CEO, Rainbow Program Enterprises. Copacabana, New York. Information: (212) 765-2450.

April 12-14—*Electromagnetic Energy Policy Alliance* annual meeting and symposium. Radisson Mark Plaza hotel, Alexandria, Va. Information: Richard Ekfelt, (202) 452-1070.

■ **April 12-14**—*Indiana Broadcasters Association* spring conference. Carlton Lodge, Merrillville, Ind.

April 13-16—"High Standards," *American Medical Association* health reporting conference. Sheraton Boston hotel, Boston. Information: (312) 645-5102.

April 14-15—Reunion of former employes of WTBC and WUOA, from 1946 to 1984, in connection with *University of Alabama*. Information: Ed Mullins, (205) 348-5520.

April 15—12th annual Great Lakes Radio Conference, *Central Michigan University*, Mount Pleasant, Mich. Information: David Schock, (517) 774-7277.

April 15—KCSM-FM-TV San Mateo (San Francisco Bay area) alumni reunion. Information: Nancy Eddy, (415) 883-0174 or P.O. Box 961, Novat, Calif. 94948.

April 17-19—*Association of National Advertisers* creative advertising promotion strategy. Stouffer Westchester hotel, White Plains, N.Y. Information: (212) 697-5950.

April 18—*Academy of Television Arts and Sciences* forum luncheon. Speaker: Robert Wright, president-CEO, NBC. Century Plaza hotel, Los Angeles. Information: (818) 953-7575.

April 19—*Federal Communications Bar Association* monthly luncheon. Robert Johnson, president-publisher, Newsday. Marriott hotel, Washington.

■ **April 19-22**—Seventh annual National Hispanic Media Conference, hosted by *National Association of Hispanic Journalists, Hispanic Academy of Media Arts and Sciences* and *National Association of Hispanic Publications*. Convention Center, San Juan, Puerto Rico. Information: (202) 783-6228.

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Errata

March 6 Major League Baseball "Special Report" failed to note **local TV originator of 21 regular season Oakland Athletics games, KICU-TV San Jose, Calif.** Going into last season of two-year contract with team, said station's VP-general manager, John Davison, "advertisers are knocking on our door and the season inventory is virtually sold out, thanks to the phenomenal success of the team last year"—so phenomenal that station ran five-hour Bash-a-thon highlights show at season's end. Advertisers include Shasta beverages, Jack-in-the-Box, Foster Farm foods and Levitz furniture. Flagship for nine-station network, KICU-TV aired two preseason games from Arizona on March 11 and 12 and will air pre- and post-game shows through season, hosted by sports director John **tk spelling** Schrader, who will occasionally join A's network announcers, Monte Moore and Ray Fosse, in booth.

REPS

Selling the medium. That is what station representatives, both TV and radio, continue to do in a more competitive marketplace than ever before. As the following stories tell, the reps are trying new techniques to meet their charge and survive the battle for national and regional advertising dollars. What follows is an analysis of their efforts, as well as observations by the station representatives themselves and those with whom they do business. Of topics there are plenty, including unwired networks, consolidation, advertising taxes, corporate marketing and computerization. In side-by-side comparison, the industry's major participants are profiled.

R • E • P • S

Television station representatives are finding themselves between rocks and hard places. After the boom years that lasted from the mid-1970's through the early 1980's, growth has slowed to disappointing single digits. Some marketing dollars have shifted into promotions and out of media. Among the remainder, spot share of the pie is getting sliced into smaller pieces as barter syndication and cable advertising continue to grow, and networks slice up their inventory into 15-second servings. They feel pressure on one side from advertisers relentlessly in pursuit of efficiencies. Independent reps in particular feel pressure from stations seeking more attention and services at lower commission rates. For various reasons, their cost of doing business has increased and shows no sign of decreasing, and so the reps are treading on the narrow line between revenue and costs.

The growing difficulties of the business have taken their toll. Steve Herson, vice president and director of operations at TeleRep, says that when he started in the business in 1971, there were 27 national television reps at work. Today, 13 national rep firms pay dues to the Television Bureau of Advertising. And insiders suspect that number will drop.

But faced with a grim set of statistics, the reps, both independent and in-house, are doing what any salesperson would do: selling his or her way out of a problem. No rep has a shred of doubt about the intrinsic value of spot television and his or her ability to survive through these lean times.

"We still represent the finest way to reach your target audience that's ever been devised, and I think that we're going to be around for a long time to come," said Petry President David Allen. Rather than confining their sales expertise to time negotiation, the reps are mining for new business in vendor support and promotion. To develop new sales, they've increased their internal marketing staffs, hired consultants, and increased their commitment to the national arm of the TVB.

And beyond the growth groomed from commissions on increased sales, reps are seeking increased revenue from other sources. While one rep firm has considered charging stations for research services, at least one other firm has attempted to make a profit center out of services previously offered free to its stations. That same firm,

Spot TV advertising

1965	$0.9 million
1970	$1.2 million
1975	$1.6 million
1980	$3.2 million
1983	$4.8 million
1984	$5.5 million
1985	$6.0 million
1986	$6.6 million
1987	$6.8 million
1988	$7.1 million

Seltel, is expanding into representation of foreign television. Group W Television Sales continues to sell public service programing vehicles, mostly on a for-profit basis. The owners of Adam Young have expanded their station holdings.

In the early 1970's, 75%-80% of his business, Herson said, was out of two offices: New York and Chicago. But as advertising began to regionalize, the national reps felt compelled to add offices.

When Herson started out, the flow of information a rep handled was relatively slow and small: no one had computers, there were fewer sweeps and no overnights. But as agencies began to computerize, so did the reps.

Something else that changed the business was the increased complication of the programing market. As time passed, stations needed more research, and reps had to add programing staffs in their development from sales agents to "full-service" reps.

Programing research and recommendation is "one of the key services that a rep firm in the 80's is offering that back in the 70's really wasn't looked for from the rep firm. That's been a big transition," said Jack Oken, president of MMT.

"If somebody told me in 1978 that the MMT cost of operations in 1988 was going to be what it was, I'd tell him to take the funny cigarette out of his mouth—that there was no way that we would be spending that amount of money to run a rep company," said MMT Chairman Gary Scollard. Because of everything from training programs to research staffs, agreed Petry Executive Vice President Harry Stecker, the cost per sale today "is far more expensive than it's ever been."

Because of the investment required to add offices, keep up with technological growth and add other personnel, one couldn't stay in business without a substantial client list, Herson says. "The economics were against the smaller rep firms and against, really, the owned and operateds," such as Metromedia, RKO and Storer, MMT's Scollard said. Because of their estimates of the returns they would make, many in-house rep firms "didn't want to take the leap into the number of offices and the support services that it would require to become a full-fledged, if you would, rep firm," Scollard said. Currently five in-house rep firms survive: Capital Cities/ABC, CBS, NBC, Group W and Univision.

The new way of business, especially the reliance on a growing amount of electronic data, has brought new problems, according to the reps. "It's a sad state of affairs," said Seltel President Raymond Johns. "The vast majority of advertisers are totally geared into one thing: that's efficiency. They have really lost context of what they're trying to accomplish with their client, and that is to move product." He adds: "By having this great demand on cost-per-point and efficiencies, they've forced the price and the value down on the spot marketplace."

And if all that isn't enough, reps have accepted lower and lower commissions to hold onto stations or pull them away from other companies. "The reps are offering more services today than they ever have, yet the commissions have not really gone up," Johns said, estimating that industry-wide, commissions are below 10%. Although commissions have gone down in the past five years, Allen said, he thinks that they have stabilized.

Several reps said that operating margins were lower over the past few years, with Johns saying that they have gone from double-digits to single digits over the past five years.

Meanwhile, the supply-demand equation that rules the spot business has shifted some. "That's really all this business is—supply and demand," Herson said. Demand is static, "and supply—every time you turn around, there's more inventory," he said. In the past five years, Herson pointed to new stations on the air (each independent, estimates Scollard, adds 3,500 units to a market); the growth of 15-second commercials on network television; the growth of barter advertising to a billion dollar-per-year business, and the similar growth of cable advertising.

What the reps are waiting for is for advertising demand to catch up with supply. "There obviously has to be a period where [the new inventory] is absorbed," Herson said. "I'm just not sure we're at the end of the absorption period yet. It's going to be more time before the demand catches up with the supply." Said John Watkins, president of Capital Cities/ABC National TV Sales: "Whether in-house or independent, we cannot afford to be standing still."

And the reps aren't merely waiting for demand to catch up with supply. One measure taken to increase supply is to sell it in a new format: the unwired network. For all the controversy that has developed around unwired networks, both Blair and Katz, two reps that have organized them, say that the unwireds are not a significant part of their business. Four or five years from now, Katz Television Group President Pete Goulazian said, he expects unwired networks to be generating 5% of Katz Television's total revenue. "We're far, far, far from that now," he said.

Last year, industry-wide selling on unwireds was "spit," said Tim McAuliff, president of Blair Television. However, he added: "When you've got 4% growth projected, you've got to look for a way to get another quarter point or another half a point."

On the other hand, TeleRep's Steve Herson says that unwireds destroyed spot radio. And according to Peter Ryan of Harrington, Righter & Parsons: "It seems to us that what you're creating is a growing set of alternatives which will compete at ever lower costs-

per-thousands."

The reps are unified in their support of the TVB. "We all realized if we didn't have the Television Bureau to develop new accounts...we would soon have to go out and start such an organization," said Petry President David Allen. In an action that began last year, the 14 national reps based in New York—including the Spanish network Univision—have gradually doubled the size of their contribution to the TVB, funding the expansion of the national sales department. The rep's contribution is now believed to be close to $500,000 per year.

Jim Joyella, a 20-year sales veteran of CBS, became TVB's senior vice president of national sales last April. He has hired two national marketing managers based out of two new cities for the department, Atlanta and Los Angeles. He plans to add a second marketing manager to the Chicago office, bringing the marketing staff to six people. Serving a function that Joyella likened to being the board of directors of the TVB's national sales department, representatives from the 14 rep firms work together on the TVB's National Sales Advisory Committee (NSAC), chaired by HRP's Ryan. One of NSAC's subcommittees targets possible spot advertisers with calls paid by a TVB manager and reps from two different firms. In the past 90 days, 75 visits have resulted, Ryan said.

Another NSAC committee, chaired by Harry Stecker of Petry, is examining electronic data transfer. "The more information that can be transmitted electronically, the less labor-intensive national spot becomes," Joyella said. "That makes the medium more attractive and appealing." Although much information is transmitted electronically between stations and their reps, the goal is to link agencies in the computer network so they can receive both billing and viewing information electronically. The group will not only set standards, Joyella said, but will make sure that the computer does not eliminate the rep's role in interpreting and enhancing the data received by agencies.

In addition to the marketing effort conducted via the TVB, the reps have expanded their own sales development activities. Their aim is not just to take money from other slices of the television pie; they're looking for it elsewhere, especially promotion budgets. In 1977, Joyella estimated, 42% of the U.S.'s total marketing budget went into measured media, including television, radio and cable, while 58% went into promotion—items such as direct mail, coupons, and point-of-purchase displays. Ten years later, only 34% of the budget went into measured media, while 66% went to promotions. Partly because reps can't imagine the promotion-media situation getting worse, they read in tea leaves signs of slow, nearly imperceptible movement of money out of promotions and into advertising.

But whether that shift is taking place, the firms have instituted programs to go after promotional money. Blair has enlisted Jefferson-Pilot Retail services to find a niche of promotional advertisers between the network and the local levels. Katz, Petry and TeleRep, among others, have instituted new programs to go after promotions. Perhaps the most graphic example of this attempt is TeleRep's involvement in the development of a device by Interactive Systems Inc. that would enable delivery of a coupon to a household via the television signal.

One move that may be followed by other reps is Seltel's practice of charging its stations, in addition to its standard commission, for ancillary computer, promotion, marketing and research services. "We do give a lot of services free," said Seltel's Johns, "but we are starting to charge set amounts for each of these services to certain clients and that will continue." First in line for this treatment was computer services, where a year ago the company began to charge a fee "not only to support the maintenance of our computer operation, but also begin to express a profit."

At Blair, McAuliff said that he thought it would be difficult to maintain a programing department by charging for its services on a "boutique" or "a la carte" basis. "That is not to say we don't explore it from time to time," he said.

What does the future hold for reps? Expectations among them are that eventually they will consolidate even more. As the ratio of reps to stations shrinks, a few industry denizens have speculated on the likelihood of dual representation in a market, as is common with the large radio representatives. But at Katz, which other reps judge the most likely leader of a move into multiple representation in a market, "We absolutely have no corporate strategy that includes it," said Goulazian. "If necessity becomes the mother of invention, I still don't think we will do it." Attempting the practice in one market, no matter how much one tried to limit it, would probably lead to doing it in other markets, Goulazian said. The eventual backlash from stations, perhaps cooperating among themselves to form new rep companies, and the ensuing defections "could create other new problems."

"There's no way that the current margins of our business can support the services offered by rep firms at the current commission rates, so rep firms will have to seek out new ventures to bolster their continued growth and survival," Johns said.

A Guide To National TV Reps

Blair Television

□ *Stations represented: 131 (118 affiliates, 13 independents).*

□ *Major clients: Gannett Broadcasting (9), Hearst Broadcasting (3), Pulitzer Broadcasting (4), Park Communications (7), Scripps Howard Broadcasting (7).*

□ *Offices: 19.*

□ *Ownership: John Blair Communications Inc., held by Chairman and CEO Jim Rosenfield; Saratoga Partners; SIFCORP.*

□ *Senior executives: Tim McAuliff, president, chief operating officer; Jim Kelly, senior VP-director of client services; Bill Breda, senior VP-general sales manager; Floyd Gelini; senior VP-director of regional sales; Leo MacCourtney, division VP-ABC Teams; Dave Herman, division VP-CBS teams; Bill Murphy, division VP-NBC Teams; Jack Whalen, division VP-IND teams; Jack Poor, senior VP-*

L-r: Breda, Rosenfield, McAuliff

director of support services.

Blair Television was started in 1948 as an offshoot of John Blair & Co., a radio rep founded in 1936. In 1986, John Blair & Co. was bought by Reliance Partners Ltd., which in 1987 sold, to Jim Rosenfield and an investor group, what became John Blair Communications, comprising Blair Television and Blair Entertainment, a programing producer and syndicator.

Blair Television is profitable and always has been, said President Tim McAuliff. In 1988, the company's billings were under $800 million, he says. "I've never been held back from doing anything that I wanted to do as far as expand this company and make it the dominant rep of the industry," he said.

In recent times the company has moved toward greater reliance on computerization of the research process. In January, Blair announced that it had bought the Marketron system to more efficiently retrieve programing information from a computer database for study. At NATPE, Blair demonstrated a prototype of its "Ask Blair" programing data bank, envisioned as a series of programing and marketing data banks. The ultimate goal for the system, according to Kenn Donnellon, vice president, advertising and communication, is to let client stations have online access to these databases for their executive decision-making.

In a move expected to help Blair stations generate more retail dollars, Blair Television last year hired Jefferson-Pilot Retail Services. JPRS trains Blair sales executives to seek out new business among retailers who can qualify for special promotion money with their suppliers. JPRS also helps build specific campaigns for retailers.

Last year, Blair had several clients for its unwired network, including the Michael Dukakis presidential campaign.

Capital Cities/ABC National Television Sales

□ *Stations represented: Eight owned stations.*
□ *Number of offices: 11.*
□ *Ownership: Capital Cities/ABC.*
□ *Senior executives: John B. Watkins, president; Philip J. Sweenie, vice president.*

Near the center of the merger three years ago of Capital Cities and ABC was the latter's national television sales arm. With the addition of the Capital Cities stations, the sales division for the new eight-station group, now covering 25% of television households, added new offices and otherwise moved to accommodate the change.

An office was added in Boston to help service WPVI(TV) Philadelphia, and also in St. Louis, a market especially important to KTRK(TV) Houston. The in-house rep also opened up shop in Charlotte, N.C., to help service buys for WTVD(TV) Raleigh-Durham.

All of the eight-station group are in the top-10 markets except for WTVD and KSFN-TV Fresno, Calif., but national television sales president John Watkins notes that the latter stations are not small, in markets 36 and 60, respectively. Thus, he said, selling the stations as a single group is not hard, and in fact has an additional benefit since all currently rank number one, sign-on-to-sign-off, in their markets. The location of the stations provides yet additional selling points, he added: "Not only can we say that we reach 25% of television households, but also that we reach 45% of foreign car buyers and 75% of people who bought Perrier."

Watkins

Like many reps, Capital Cities/ABC guards information about its campaigns carefully, but Watkins does not mind talking about one eight-station buy that he does not expect to be repeated soon: from the Dukakis presidential campaign. Also, during the Olympics, six of eight stations obtained an "extensive buy" from the Canadian Office of Tourism, he said.

Many of the over 100 people in the national sales division are in New York, where over half the budgets are sold and which the only sales operations split into two teams. One "East Coast" team covers WPVI, WABC-TV New York, WLS-TV Chicago and WTVD, while the West Coast team covers the remaining four stations.

The in-house rep firm has thought about exploiting selling opportunities in conjunction with Capital Cities/ABC's other media properties, including magazines and newspapers. Watkins said spot sales has already made a joint presentation with ESPN. Other directions for the future might include developing programing for all eight stations, a task facilitated, he said, by their common identity: "The stations are without exception extremely community conscious... and good in local news."

National sales is also looking to take advantage of the fact that the eight stations reach roughly half the country's Hispanic population.

Developing any projects would require that each station agree to the project, Watkins said, since the company is "very decentralized...we tell them about the national marketplace but it is their decision, their inventory and their pricing." Further making the point that the division faces the same pressures as an independent rep, he said, "...anytime national business is not as strong as you would like it to be there is pressure on the in-house rep."

CBS Television Stations National Sales

□ *Stations represented: Five owned stations.*
□ *Offices: Nine.*
□ *Ownership: CBS.*
□ *Senior executives: Philip D. Press, VP-general manager; Joseph R. Calim, director of Eastern sales.*

1988 was a year of expansion for the national sales arm of CBS's five owned stations. Changes that had been postponed while CBS considered going outside for sales representation were implemented after the company decided in January 1988 to maintain its own in-house operation.

The expansion, which has brought personnel counts to about 55, according to general manager Philip J. Press, included adding offices in Boston and Washington. Changes were also made at the sales arm's offices in Chicago, Los Angeles and Dallas, while personnel were added in New York and Atlanta.

CBS also added a three-person research group, which Press said "specifically addresses needs that agencies, planners and clients have," including providing information about the audience's "demographics, psychographics and zip codes."

The latest challenge for national sales is absorbing the group's fifth station, WCIX-TV Miami. Because of all the expansion, the national sales division is in the process of hiring a director of sales.

Beyond the expansion, Press and other CBS executives are working hard to develop new packages for advertisers. An example of innovative selling comes from the group's broadcast of NFL football. The stations and national sales produce a football "viewer's guide" which advertisers can

distribute. The guide, which carries information about teams, also has a print ad on the back page for the advertiser. This year, it will be glossier and will also contain a coupon for the advertiser's product.

The campaign Press notes is the type of promotion that can also be used by the station for its local sales. He cited another example of "multi-point selling" where a tire manufacturer sponsored a sports quiz

Press

on one of five stations. The buy was sold by the sales firm's regional office while the station's local sales rep contacted the manufacturer's local franchisee.

Another part of the sales effort keeping CBS National Sales busy is talking directly with clients, and over the past 12 months, Press and CBS National Sales has had direct contact with more than 100 client advertisers. "We don't go around the agencies to complain about our share, but rather to find out what the advertisers' needs are." Talking with clients and media directors, he adds, is the kind of work that publishing people have always done. "Even if the years are great, we should still be visiting clients, planning for the vicissitudes of the business."

The CBS stations have participated in some dividend networks and were recently asked by an independent rep firm to participate in one that would involve the group's broadcast of NBA and NCAA basketball.

Group W Television Sales

Stations represented: Five Group W-owned stations.

Offices: 11.

Ownership: Westinghouse.

Senior executives: Ed Goldman, president; Joel Segall, senior VP/general sales manager; Jeff Osborne, VP/sales and marketing.

There are close ties between Group W Television Sales (GWTS), 120-person staff and the five Group W-owned stations. Five of the division's 11 sales offices are located at the stations, and the manager in charge of the GWTS office will have one or two local advertising agencies as part of his responsibilities, keeping him in touch with the market. Said Joel Segall, senior vice president and general sales manager: "It is not that there is never a conflict, but we try for accommodation."

The close ties carry over into the sale of national time. The pricing, availabilities and other current station sales data are all available to GWTS sales staff in an on-line computer system. Jeff Osborne, vice president, sales and marketing, said the system allows the rep to "close [the sale] at the desk," avoiding a back-and-forth process between the station, the rep and the ad agency. The system also allows GWTS to prepare in-house demographic studies, prepare revenue analyses for potential shows and service sales already made.

Segall acknowledges that with the frequent account switching between local and national agency offices, there can be occasional friction between local salespeople and GWTS but, he said, the sales structure limits the damage.

Part of what limits the damage, said GWTS President Ed Goldman, is that the rep firm is concerned with total sales, not

Standing (l-r): Greg Schaefer, VP, N.Y.; Osborne; Dave Pleger, VP, operations. Seated: Goldman and Segall

just national sales, and he is responsible for reporting both local and national sales to Group W Television President Tom Goodgame. Although GWTS has its own income statement, it doesn't help the firm to gain profit at the expense of the stations. He said the general managers of the five stations aren't interested in increasing GWTS's commissions and would not have participated in Premiere—the "broadcast collaborative" designed to sell advertising in local newscasts of top-50 market stations (BROADCASTING, Jan. 16)—unless they thought it would increase their own station's sales.

One way in which GWTS has helped Group W and other stations increase revenue is through developing new programing in the tradition of the group's already-acknowledged public service efforts. In 1985, GWTS took an organ-donor program produced at Group W's KDKA-TV Pittsburgh, *A Second Chance*, and syndicated it. That was followed by others, including WBZ-TV Boston's *For Kids Sake*, and its successor campaign, *Time to Care*. The show/campaigns are sold for a cash license fee, although GWTS requested stations running the recent *AIDS Lifeline* to instead make donations to local AIDS treatment centers.

To help pay for such shows, and in some cases to make them profitable, GWTS 18 months ago increased its corporate marketing staff (the people whose job it is to get client dollars before they are allocated). Metropolitan Life, for instance, was a national underwriter of *AIDS Lifeline*. Six months ago, the rep firm also added an events marketing person, whose job is to get a greater share of the already allocated dollars for Group W stations.

Harrington, Righter & Parsons

□ *Stations represented: 15 affiliates, three independents.*

□ *Major clients: Knight-Ridder (8), Cosmos Broadcasting Corp. (8), Gillett stations (5), Times Mirror Broadcasting (4).*

□ *Offices: 15.*

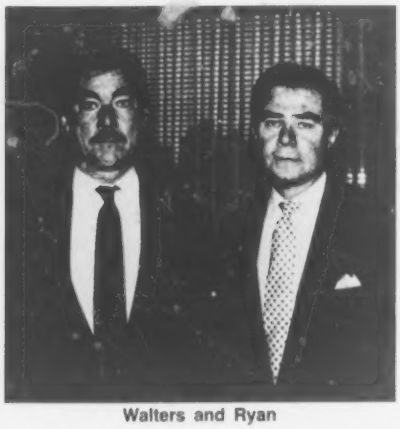
□ *Ownership: Company management group, with majority held by Jay Walters and Peter Ryan.*

□ *Senior executives: Jay Walters, president, treasurer; Peter Ryan, executive VP, secretary; Mike Carson, VP, group manager-red; Pete Foster, VP, group manager-green; Bruce Mello, VP, group manager-gold; Frank Morello, VP, group manager-blue; Mike Schwartz, VP, group manager-silver; Tom Comerford, VP, regional sales and sales training; Steve Raffel VP, research, and Dear McCarthy, VP, director of program services.*

Founded as a television-only representative 40 years ago by three Petry sales executives, Harrington, Righter & Parsons (HRP) ended up in the hands of second generation management by 1972. Jay Walters, who joined HRP in 1970, has been president since 1976. Including four Gillett stations, the company had a net growth of 10 stations in 1988.

The firm has a longtime association with Noll & Co. to get local vendor support business for its stations, has also worked to that concept on a national scale.

HRP is also in the process of forming a marketing unit that will focus on development of vendor support programs for national and regional accounts and integration of television buys into sales promotion. The marketing unit will supervise HRP's



Walters and Ryan

creative services group, which concentrates on sales development and is driven by part-time contributions from certain HRP management and staff.

HRP is in the process, says Executive Vice President Peter Ryan, of transforming its sales staff into "middlemen in this emerging situation [in which] stations are going to be partners with advertisers in the marketing process."

The company has a strong list of large-market affiliates, but with Knight-Ridder's sale of its eight stations, HRP will probably be feeling the heat of other representatives pitching new owners for those stations' business.

Independent Television Sales

□ *Stations represented: 31 (all independent).*
□ *Major Clients: KDFI-TV Dallas; WQTV(TV) Boston; KTZZ-TV Seattle; WDBB(TV) Tuscaloosa, Ala.*
□ *Offices: 10.*
□ *Ownership: Bob Somerville, Bob Dudley, Browning Holcombe, Ian Groom*
□ *Senior executives: Bob Somerville, president; Michael Spitalnik, senior vice president, general sales manager; Marty Owens, senior VP, West Coast sales manager; Joe Canty, senior VP, director of marketing; Susan Kearns, director of programing.*

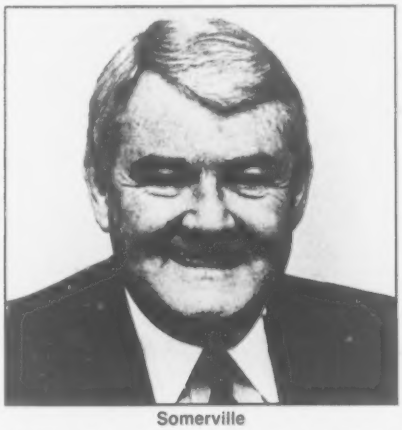
A newcomer among national rep firms, Independent Television Sales (ITS) was founded in the summer of 1984 to serve two stations: the Dallas and Boston independents owned by Pat Robertson's CBN. Over the past five years, the company has continued to focus on independents, though that situation may be subject to change. ITS has had discussions with Seltel regarding a business combination.

"We've become experts at sign-on stations," says President Bob Somerville. The company has a number of clients who have gone from religious to a full commercial format, as well as those who have gone from low-power to more powerful, saleable signals.

Fox Broadcasting has had an "exceedingly positive impact" on the rep's business, Somerville said. In instance after instance, Fox shows have the highest rating level on ITS stations, he says, with the highest cost per demo. Currently, about half of the ITS stations are Fox affiliates. Affiliation is important in packaging the rest of the station, Somerville said.

ITS's biggest growth took place in 1986 and 1987, according to Somerville, with station additions and losses balancing out last year. As the company helped build up station revenue, larger representatives have stepped in and wooed away clients.

"It's been necessary to find every innovative approach humanly possible" to sell time, Somerville said. "We use every bit of data that the Association of Independent Television Stations generates." One of the company's marketing tactics is to sell the concept of advertising on a market's simultaneous independent prime time movies—including ITS's represented station—for a higher rating than that delivered by at least one of the affiliates.



Somerville

Katz Television Group

□ *Stations Represented: 193 (165 affiliates, 28 independents).*
□ *Major clients: United/Chris-Craft (4), Hearst (3), Lee Enterprises (4), Combined Broadcasting (3), Bahakel Communications (5), MCA Broadcasting (1).*
□ *Offices: 22.*
□ *Ownership: Katz Communications (employe-owned through employe stock ownership plan); Jim Greenwald, chairman; Dick Mendelson, president.*
□ *Senior executives: Pete Goulazian, president, Katz Television Group; Jim Beloyianis, president, Katz American Television; Tom Olson, president, Katz Continental Television;*

Goulazian, Olson, Beloyianis, Ozer

Marty Ozer, president, Katz Independent Television; Paul Arnzen, senior VP, director, new business; Dick Weinstein, VP, planning and development; Len Graziano, VP, regional operations.

Now that Katz Communications has finished celebrating its 100th anniversary as a sales representative, the company in 1989 will be marking its 40th year as a television representative.

Katz Television is the biggest television rep. It leads the second-place rep by 63 stations; the $900 million in billings the company reported last year also led the industry.

But size does not guarantee smooth sailing. Last month, Katz Communications informed its employe stockholders that to manage its cash flow in the future, the company would be deferring some cash payouts in its employe stock ownership plan (ESOP). Over the past five years, the Katz ESOP has paid out more than $50 million to departing employes.

Dividing the television stations makes them more manageable. In the 1970's, when Katz represented about half the number of stations it does today, the television group was split up into three groups: Katz American, for affiliates in the top 50 markets; Katz Continental, for affiliates in smaller markets, and Katz Independent, for independent stations.

Katz Television President Pete Goulazian also talks about dividing up the company's business into different tiers. One is the business of negotiating business with time buyers—"the tier that carries us along in the day-to-day sense," Goulazian says. But other tiers are involved in creating sales opportunities, he said. Over the past year, Katz Television has set up three teams for this purpose. One group is working on what Goulazian calls "new formats" for the way Katz sells spot television. One such format is the unwired network; other plans are under development and will be announced later this year, he said. A second team makes presentations to advertising

agencies and advertisers, pitching ideas and opportunities for spot sales including tie-ins with magazine advertising to tie-ins with regional promotional events. A third team, instituted within the past few months, is soliciting business with agencies that deal solely in specialized promotions.

MMT Sales

□ *Stations represented: 64 (32 affiliates, 32 independents).*
□ *Major clients: Meredith Broadcasting (7), Gaylord Broadcasting (4), Renaissance Communications (3), Act III Broadcasting (3).*
□ *Offices: 15.*
□ *Ownership: Meredith Corp.*
□ *Senior executives: Gary Scollard, chairman and CEO; Jack Oken, president; Charles Lizzo, executive VP; Ted Van Erk, senior VP, director of affiliate sales and branch administration; Murray Berkowitz, senior VP, director of independent sales and New York administration; Don Gorman, senior VP, director of support services; Dolores White, corporate VP-business operations; Dan O'Kane, corporate VP, finance.*

MMT Sales was started in 1972 to serve five Meredith Broadcasting client stations. The company had six offices and 35 employes. Founder Gary Scollard says in the year before he started the company he developed the concept of the "spectrum" rate card, enabling stations to sell their time to the highest bidder and shift around advertisers as they managed their inventory.

As proof of the value of his new approach, Scollard points to spot sales statistics for 1973, MMT's first full year of operation. While national spot grew in the single digits, Meredith stations were up 33%.

After MMT Sales was purchased by Meredith in October 1987, the parent company put its imprint on the company, cutting spending, merging sales offices and consolidating some staff functions "in order to position this business for further growth," according to Meredith's 1988 annual report.

Now that MMT is owned by Meredith, President Jack Oken says the firm is attempting to develop an "intermedia package" for advertisers, selling spot television in conjunction with Meredith magazines, such as *Better Homes and Gardens* and *Ladies Home Journal*. Oken said he expects the company to move forward in that female-targeted package within the next few months.

MMT is in its third year of an agreement with Roland Eckstein and Associates to develop vendor support dollars on a national and regional basis. Previously, Eckstein had worked with individual MMT stations to develop that money on a local basis.

The company has expanded its station list rapidly in the 1980s, going from 26 stations in 1982 to 64 today. The company is again in an "acquisition mode," Scollard says, and may be signing longer-term contracts as it buys out stations' contracts with other reps. MMT is hoping to expand its list to 75 stations within a few years, Scollard says, ruling out expansion only in the 20th- to 30th-ranked markets, where he says MMT is already "pretty full."

Scollard

Oken

NBC

□ *Stations represented: Seven NBC owned stations.*
□ *Number of offices: Five and six affiliated offices.*
□ *Ownership: General Electric.*
□ *Senior executives: Bernard Hirsch, VP, sales and marketing; Jim Zafiros, VP, spot sales.*

Bernard (Bud) Hirsch said the sales organization has for the first time "organized on a concerted basis, mini-network presentations" on the virtues of advertising on the seven NBC-owned stations.

The benefits of making such presentations to the advertising community were demonstrated by the 1988 Olympics, Hirsch said. The NBC stations began selling the event as early as July 1986. By the end of 1987, five of the stations were more than 80% sold. Although advertising presentations for a special programing event can be expensive, running from $15,000 to $20,000, the billings of the group more than justify the effort, he added, noting that the presentations can be used for both national and local advertisers. "We are able months ahead of time to put together campaigns on like programing such as Wimbledon and the French Open."

Another new effort by the group's sales operation is its participation in Premiere, Group W's unwired network effort involving affiliate TV stations in the top-50 markets (BROADCASTING, Jan. 16).

The use of Premiere is not the first time that NBC television spot sales has strayed from the traditional in-house rep model. It alone, among the four in-house groups, makes regular use of two regional reps to

Zafiros and Hirsch

supplement its own 35-member sales force in New York, Detroit, Chicago, Los Angeles and San Francisco.

Covering 16 southern states is a subcontracter, Clem & Lowrance Inc., which has for 35 years been the group's exclusive sales rep with offices in Dallas and Atlanta. Now that NBC has bought WTVJ(TV) Miami, Clem & Lowrance also has NBC as its only client—the rep firm's only non-NBC client had been the co-located former NBC affiliate, WSVN(TV). Clyde L. Clem Jr., president of the firm, explained the relationship: "When this began it was very important to be one of the Southerners to open doors. Since we work on a commission basis, it costs them [NBC] nothing until we get the sale."

NBC also has an exclusive sales [illegible] for buys placed in the Northwest. Art Moore Inc., which also has on its list stations outside the NBC seven, has offices in Seattle, Portland, Ore., Denver and Salt Lake City.

Spot sales vice president Jim Zafiros said that one advantage of an in-house rep is that inventory can be allocated rationally to insure the best total revenue. "If a national piece of business doesn't make sense...it may pay for the station to take more local business." The compensation plan for salespeople is the same for both local and national, so there would seem to be little cost-of-sales differentiation between either kind of buy.

Petry

□ *Stations represented: 93 (69 affiliates, 24 independents).*
□ *Major clients: Fox Television (5), Post-Newsweek (4), Hubbard (6), Malrite (3).*
□ *Offices: 17.*
□ *Ownership: Company management group.*
□ *Senior executives: David Allen, president; William Schellenger, senior VP, finance; William Fagan, president, Petry Television; Michael Membrado, president, Petry National Television; Harry Stecker, executive VP.*

Petry Inc. traces its roots to Edward Petry & Co., founded as a radio representative in 1931. In 1948, the company expanded into

Allen

television representation. In 1963, the company's namesake and founder sold the business to a group of his employes. After top management of the radio division bought that division in 1970, the television rep business, now Petry Inc., remained.

Headed since 1980 by David Allen, Petry split in 1984 into two divisions: Petry Television, for primarily top-50 market stations, and Petry National Television, for smaller markets. Since 1980, Petry has gone from representing 29 stations to 93, and from billing $179 million to more than $700 million, the company says.

In the company's program to develop more spot money through sales promotions, the company in 1987 reorganized to make its marketing department as a separate division of the company, bringing the marketing staff to five. Petry also has hired Communications Diversified, which has done promotions for clients such as Nike and the National Football League. Petry says the alliance has developed two campaigns that will involve spot television in promotional budgets, both of which will break later this year.

Petry Executive Vice President Harry Stecker pictures the salesman of the past as someone who was trained for a situation in which "all of the action was at the buyer's desk." The salesperson five years from now will have a great deal more training in the area of knowing how to talk to the advertiser about marketing the product."

Seltel

□ *Stations represented: 104 in U.S. (54 affiliates, 52 independents).*
□ *Major clients: TVX Broadcast Group (9), Media Central (6), Act III (1), Sinclair Broadcasting (3), Commercial Dispatch (4), Woods Communications (4).*
□ *Offices: 17.*
□ *Ownership: Selkirk Communications, in process of being sold to MacLean Hunter Ltd.*
□ *Senior management: Raymond Johns, president; David Schwartz, senior VP, domestic sales; Jim Murtagh, senior VP, marketing; Steve Boutis, senior financial officer; Carl Matthis, VP, general manager, New York; Dan Parisi, VP, general manager, regional offices; Janeen Bjork, VP, director of programing, and Paula Dopsch, director of research.*

In 1978, Canadian-based Selkirk Communications bought the U.S. rep firm Meeker Television. In 1980, it bought another rep firm, HR Television, and merged the two companies into what is now Seltel.

But Seltel President Raymond Johns dates Seltel back to 1986 when he came East to become executive vice president of operations. That year, the company added two regional offices, revamped its corporate image and started an employe profit-sharing plan. Since then, the company has embarked on a program of station expansion, netting 18 stations in 1987, 12 in 1988 and six this year.

Today, Seltel's list is split between independents, mostly in larger markets, and affiliates in smaller markets. Among its independents, Seltel currently represents 34 Fox stations.

Boutis, Johns, Schwartz, Murtagh

Johns sees growth for Seltel in the international arena. Three years ago, the company began to represent Great Britain's Superchannel in the U.S.—so far, on a breakeven basis, Johns says. Last year, Seltel signed a more than multi-year contract to represent both the English and French stations—totaling 57—of the Canadian Broadcasting Corp. (CBC) in the U.S., on both a network and spot basis. The company will also expand into U.S. representation of both Australia and the Caribbean basin, Johns says. The company's ultimate goal, Johns says, is to make the company a one-stop rep firm for the English-speaking world.

In the near term, however, Seltel's future is unclear. The company is openly for sale. Possible buyers include media investor Robert F.X. Sillerman and competing rep firm Independent Television Sales (ITS).

TeleRep

□ *Stations represented: 59 (37 affiliates; 22 independents).*
□ *Major clients: Tribune Broadcasting (5), A.H. Belo (5), Cox Enterprises (7), Gillett Stations (7).*
□ *Offices: 16.*
□ *Ownership: Cox Enterprises.*
□ *Senior management: Al Masini, president and general manager; Steve Herson, vice president, director of operations; Tom Tilson, vice president, director of sales; Lisa Brown, general sales manager; Andrew Feinstein, GSM; Larry Goldberg, GSM; Jim Robinson, GSM; Rich Sheingold, GSM.*

Masini

Herson

Started in 1968 by Al Masini and a group of fellow employes from Edward Petry & Co., TeleRep began as the in-house representative for three Chris-Craft Industries television stations. In 1972, the company was sold to Cox Broadcasting while TeleRep was representing five Cox stations among its 13 client stations.

The company's Television Program Enterprises division for production and syndication, headed by vice president and general manager Phil Flanagan, produces *Lifestyles of the Rich and Famous* and *Star Search*.

TeleRep's joint venture with Tribune Entertainment in barter sales, Teletrib, was started in 1987 and dissolved earlier this year.

For more than a decade, the company has helped its stations go after vendor support money with its Television Marketing Associates (TMA) operation. In an effort to bring in more dollars from stations on a national level, the company became the exclusive sales agent last year for a device that will enable television viewers to receive coupons and other printouts related to the commercials and programs that they watch. Developed by Interactive System Inc., the system, known as Veil, will be tested in at least six markets starting in November, the company expects.

Adam Young Inc.

□ *Stations represented: 24 (16 affiliates, 8 independents).*
□ *Major clients: WNDU-TV South Bend, Ind.; WLTZ(TV) Columbus, Ga.; Young Broadcasting (4).*
□ *Offices: 9.*
□ *Ownership: Adam Young, chairman, and Vincent Young.*
□ *Senior executives: Vincent Young, president/CEO; Art Scott, executive VP; John Scott, VP, director of marketing.*

Celebrating its 45th anniversary this month, Adam Young was founded by its namesake as an American representative

for large Canadian radio stations, starting with CKLW-AM, Windsor, Ontario.

Later the company expanded into repping U.S. radio stations and then television representation. By 1971 the company decided that the radio rep business was best left to larger companies and turned to repping television stations exclusively.

Vincent Young, the son of the founder, started at the company in 1970 in the research department. After working in sales and taking on various management roles, he assumed the presidency in 1980.

Today, Adam Young concentrates on a short list of clients in markets smaller than 50. "We feel more comfortable making our priority moderate-sized markets," said Vincent Young. The company's clients "like the attention that we can pay to them," he said.

Scott and Vincent Young

But new circumstances will have the company expanding into a larger market. Young Broadcasting, owned separately by Adam and Vincent Young, has an agreement to purchase two of the Knight-Ridder stations, WKRN-TV, Nashville, and WTEN(TV), Albany, N.Y. Those stations will be added to a group of four others the Youngs began acquiring in 1986: WLNS-TV, Lansing, Mich.; WKBT(TV), Lacrosse, Wis.; WTVO(TV), Rockford, Ill., and KLFY-TV, Lafayette, La.

Looking to the future, Young said the company will continue to focus on a short list of clients in moderate-sized markets. At most, he says, Adam Young is aiming to represent 40 stations.

Reps: A buyer's point of view

Television station groups and reps often blame advertising agencies for some of the slowdown in spot advertising growth. In particular, the concentration of buying power with fewer and fewer agencies has been said to have given them greater leverage, which they have used to bargain down spot.

Disagreeing is the woman who runs spot, and network as well, for Saatchi & Saatchi, the merger-built agency giant which in some minds epitomizes the phenomenon. Peggy Green, executive vice president, director of broadcast buying, said that because Saatchi spends more money in spot, it has people buying spot who are both more qualified and more experienced with the markets they are buying. There is little turnover among the two dozen market specialists she oversees in Los Angeles and Chicago, and in New York, a market which Green herself continues to buy. "If you have one person who is buying your market and knows that market, it is easier for you...and can make the process more effective and smoother."

Yes, a large agency has more clout, she acknowledged, because

if a large agency has trouble it may walk away taking a "big chunk of their dollars. Your money is the way you can make a statement." The converse side is that stations and reps who do a better job are more likely to get a bigger share of the agency's buys.

In her 20 years of buying spot, it has been rare that Saatchi & Saatchi has gotten into an "adversarial" relationship with a rep. But asked to name problem areas, Green said there are difficulties, many of which belong to the category of "anything that happens where the order that the rep placed on the agency's behalf doesn't clear the way it was supposed to clear." Examples of this general problem include when the rep isn't able to close an agreed-upon buy, or if the station later preempts the spot without prior notification.

How the rep and its clients get along ultimately determines the success or failure of the firm, said Green: "What distinguishes a rep firm is what kind of relationship they have with their station. There are certain station groups that see the rep as their partner. You can also get signals from the marketplace that said the station group doesn't have confidence in their rep.... If you are not an in-house rep...you hope the stations realize that you are, in effect, their in-house rep. When you hire somebody, as far as I am concerned, they are part of your staff. We all have to work together so the advertiser can sell products to make money to put more money back into spot."

Sometimes problems between an agency, the rep, and the station are explainable: "They happen basically with service...such as when a station goes from a manual procedure to an automated procedure. That process can ruin a lot of schedules.... I don't think anyone does it on purpose, but certain stations have a better back office than others."

On the other hand, the problems can be intentional, she said, and will be filed away in the buyer's memory. As an example, Green said that sometimes an agency has been promised a schedule at a certain price, but a newspaper strike causes the station to try to

Green

reduce the agency's schedule so as to take advantage of more retail dollars coming into television. Such moves are a mistake, Green said: "This business is about long-term relations."

Green said problems rarely arise in larger markets, such as New York, but the fact that they arise in smaller markets does not make them any less troublesome: "A Macon, Ga., or a Sioux Falls, S.D., may be where the president of the local bottler lives. He sits down with his family thinking he will see his ad run in "Miracle on 34th Street" and instead it's in "Conan the Barbarian."

On the positive side, rep firms can help arrange interesting packages for agency clients. "There are many things that are offered to us by a station, besides the regular spot."

The director of broadcast buying is able to offer little consolation

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to reps and stations who complain about the short lead times on spot buys: "Those are the facts of life." Spot, she noted, is priced higher partly because it is deemed to be a flexible medium. "If we are staffed to handle buys on 24 hours' notice, reps and stations also should be. Specifically, more buys now are retail, and if a bottler or automotive dealer has a good month, they may want to put even more money into the next month." Television is not the only medium that has to deal with short lead times, Green added.

How do rep firms differ? According to Green, "to a certain extent you can judge personality of a rep by the personality of its client list...the type and number of clients can give a rep credibility, just like our clients give us credibility...it is the only non-prejudiced evaluative tool." Green herself judges rep firms most often by the person calling on Saatchi. "Most of them do a good job. I am closer to many of the older rep firms, but that doesn't mean there aren't newer competitors who do just as good a job."

Because Green also handles network buying, she sees unwired proposals—which she said are directed at network budgets—including those submitted by rep firms. The latter have a problem because they are generally restricted to the stations on their lists, which aren't necessarily the best stations in the buy. Even more ad hoc arrangements, such as Group W Television Sales' Premiere, are restricted to the groups participating.

The real advantage provided by unwired networks, said Green, has to be one of pricing, with participating stations offering lower-priced spots because they are anxious to get a longer lead on dollar commitments and because those dollars represent budgets previously untapped by spot: "My problem is that I don't yet see a pricing advantage from the unwired networks. We would all like to see it work. The wrong reason for them to buy Premiere both from Premiere's point of view and ours is because the advertiser is lazy. Because then they are just taking money from spot."

Saatchi & Saatchi might soon try putting together an unwired network itself, said Green: "We might do it next year, and I don't think the reps would have a problem with it. It would be good for the reps."

Regional reps: Survival of the fittest

Although their ranks have diminished, regional representatives remain optimistic their business will survive in a niche into which the long arm of national reps will not fully reach. Despite their cost of business and increased competition from the nationals, these primarily radio reps are riding the waves of regional economies and performances of stations that either the major reps do not want or the stations that do not want to be repped by the majors.

"The same thing is going on in the regional business as is going on in the national business: The big are going to get bigger and the rest are going by the wayside," said Frank Maruca, president of Raleigh-based Southern Spot Sales. "The cost of operation is going up faster than revenues. That's probably the biggest single problem that all reps have." Salaries, travel expenses and insurance premiums have gone up, while fringe benefits have "shot through the roof."

Mick Tacher of Seattle-based Tacher Co. said the number of reps in the region had dropped from six to two over the past five years as national rep firms have expanded their business.

A similar situation is in Boston, where George Bingham of New England Spot Sales said that five years ago there were seven or eight regional reps. Today there are three, he said. Increased competition is coming from national representatives, which are looking at smaller and smaller stations, not only for strictly economic reasons but also out of deference to the particular owner. With the addition of national radio and television reps in Boston, Bingham estimated there are at least 20 different reps in the city.

Bingham said there remains a niche for the regional representative, but he said he is limited from taking on small stations. Because their billings are not cost-efficient, he said, many small start-up stations have no rep at all. If a station is not billing $5,000 annually, he said, "it doesn't even pay the electric bill."

Maruca, whose company represents about 200 radio stations, said it was important for him and other reps to fight for small-market stations. Over the past 18 months, he said, he noticed advertising moving away from small markets and toward 100 kw FM's. Although those stations do well in their metro areas, he said, often they do not relate as well as advertisers think they do to audiences in outlying areas.

One of the reasons local representatives have gone out of television representation is the reliance of the business on computerization. "If you don't have a mainframe that links in to Arbitron, you have a lot of hand avails to pull," says Jack Riley, owner of Riley Representatives. "It's just not cost-effective to sell."

Maruca said he noticed money moving into television because stations are becoming more aggressive on a local and regional level than they have been in the past. On the other hand, he sees more retail stores moving into radio.

Currently, Riley represents 125 radio stations, primarily in the Southwest, and sub-represents another 300 stations across the country. About 85% of the company's business is from its own list, Riley said.

Like other regional reps, Riley's business goes up and down with the regional economy. Over his 25 years in the business, he estimates he has seen about four economic downturns, but the one that started about three years ago has been "the worst cycle that I have seen," Riley said. "The entire economy is based on oil and real estate. When the bottom drops out of both markets, there really isn't a lot of money going around." Since midsummer last year, however, Riley said the cycle has begun to turn around; Houston and Dallas economies are improving, but the shift will take longer to hit smaller markets.

Growth of television sales this year for Seattle-based Art Moore should exceed national spot predictions of 4%, "or we'd be falling behind some anticipated budgets for our clients," said Chairman and CEO Earle Baker. Radio growth for the company is harder to predict, he said. Although when interviewed Baker said the year was "a little slow in starting," he said he is heartened by the increased economic activity in the Northwest that gives the company a broader resource from which to draw. Because of "tight economic conditions" in the Rocky Mountain region, Baker said radio stations the company represents there tend not to do as well as the television stations, which have larger billings coming from outside the region.

Along with the regional economy, Riley has his eye on how local business splits between the regional and national reps. In Dallas, the number of regional reps has declined over the years from eight to three, in the face of competition from major national reps for stations in secondary and tertiary markets. But starting a year ago, Riley said, he has noticed disenchantment with a major firm repping five stations in one market. "Of course," he says, "we capitalize on that."

Echoing Riley, Dan Haight, owner of the Dora-Clayton Agency based in Atlanta, said, "Many stations are finding they're not interested in a rep firm selling the market. They want their firm to sell a station." Partly because of a move away from larger reps, Haight said his business in the past three years has been better than any years since 1970, when he bought the firm. Ten years ago, Haight said, multiple representations "would have been a sin no rep would have committed."

Like the situation in other cities, the number of regional reps in Atlanta has declined over the past 10 years, and Haight is not sure the trend will reverse itself. As people retire or get absorbed into larger reps, Haight said, "Nobody's coming in much....I'm not seeing many people starting out new firms."

Characterizing his business, Haight said, "If you want banks of computers and six people selling, you don't want me....But if you want someone who's built up credibility in the market over the past 25 years, perhaps you do want me." □

SRA: The Reps' Rep

BROADCASTING talks with Jerry Feniger, managing director since 1984 of the Station Representatives Association

Tell us about the SRA.

The SRA was formed 42 years ago by 10 radio representatives to protect their common interest and advance the common cause. At that time, the networks were involved in representing stations they did not own. It was founded for the purpose, basically, of establishing a body that could deal with the networks as a group in this representation issue, and then continued.

Today the SRA has 27 national station representatives: 10 television and 17 radio, with some common ownership of the 17 radio, but no common ownership of the 10 TV's. We are now, with the 10, universal in television membership and with the 17, universal in radio membership. We're very proud of that universal representation—that everyone in the industry supports us.

What's the most important item on your agenda this year?

This coming year, it's the action before the FCC: financial interest and syndication rules, which, if passed, would allow networks to represent stations they do not own. That is the gut issue of the SRA. It is the reason that SRA was formed 42 years ago—to establish a position against the networks using undue influence over the stations with which they networked for representation. While it has been codified in the financial interest and syndication rules for over 20 years, this rebirth of it is our major issue this year. There's no question of that. We've got lots of issues, but that's the major issue.

This issue was invented by the commission staff. No one came to the FCC—no one at any of the three networks—and said: "We would like this rule done away with so we can represent stations we do not own." That did not take place. Some people on the commission staff divined this issue and brought it forward. It was placed on the agenda in a proposed notice of rulemaking, which was issued.

At this time, the commission, as it always does, asked for comments. The SRA filed comments. And the three networks filed comments. Fifteen broadcast groups endorsed the SRA position, as well as the Motion Picture Association of America and the ABC affiliates' association. No one endorsed the networks' position.

So there is where it sits. The comments and the reply comments have been filed and received, and it sits at the commission.

Is the issue of station representation inextricably linked with the issue of financial interest and syndication?

Totally separate. There are three issues in the financial interest and syndication rules. One is the large issue which the networks and the motion picture people are discussing now regarding syndication, ownership and distribution. The second issue is the prime time access rule. The third issue is the network representation rule. They are individual points, but they are not inextricably entwined at all.

Of the three-member commission, do you think you have the votes now?

Yes. I think we have them and will have them. And it's a matter of the issue. Look at the situation of the three networks. Not one broadcaster stood up and said they were right. A thousand television stations in the United States. You'd think one fellow—his cousin in Montpelier?— would say: "He's right." Nobody said they were right.

How great is the threat of radio and television losing beer and wine advertising?

Three years ago, the issue of beer and wine was of substantial concern to us. Beer and wine to national spot radio and television represents over a billion dollars. At that time, we formed a free marketing coalition between reps, and agencies and clients and we

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raised more than $350,000. We hired Bob Strauss's law firm—Akin, Gump—and we fought that battle, and in terms of things that SRA did, I'm pleased to say that we won.

I would suggest that if anyone wants to get a fix on that issue they should talk to Chairman Markey, they should talk to Chairman Dingell, they should talk to Senator Inouye, and they should talk to Senator Hollings. Those four men have a pretty good fix on it. And I don't feel at this moment it's a major issue. It is an issue of concern, but it's certainly not at the place it was three years ago. We watch for it carefully.

Are there any other Washington issues that concern you?

The ad tax issue is not a Washington issue, but an object of great concern. We feel this threat, having won it, has got to be won state by state. So we're very active in Connecticut now—through the stations we represent. We are a member of the Council for Commercial Freedom, and proud to be so.

So that is a long-term battle?

There will always be some fellows or ladies somewhere who want to start a state ad tax. I do think, given the experience of Governor Martinez in Florida, that they should be wary of doing this. [Certain Connecticut legislators] are this very week rattling their bells to try to get a 7½% ad tax in Connecticut. We have had members of the Connecticut broadcasting community call them and try to show them our side.

Don't you think the initiatives taken by certain state legislators to get an ad tax going have picked up over the past year or so? Given what we've read about state budget deficits, don't you think it's likely to increase?

There are eight to 10 states where it's floating around. But it came up in Wisconsin or somewhere and was shot down immediately. It came up in North Dakota, got shot down immediately. We feel an ad tax is an unlawful, illegal device and we fight it. And I repeat, there's only one case on the record, and that's the state of Florida. And there's no ad tax there.

What other issues are important?

SRA stands four square—everything at its command—to retain PTAR [prime time access rule]. We were for it 20 years ago. We never wavered in it. At times, there has been talk of revising or, God forbid, doing away with PTAR, and we stand four square on that. PTAR is as important in our judgment as must carry is. Both of them are not directly business-related issues. But we feel they are very important and we would lobby heavily.

Not only do we believe in PTAR, but if the commission, for any reason, should want to fool around with it, I would suggest they first wander around the Senate and the House and see how they feel about it. There is substantial [sentiment for] which is the reason it doesn't come up at the commission.

We haven't won on must carry. As a matter of fact, the record is not good. Nevertheless, we'll continue on it because we feel that dissemination of public information by broadcast stations around the United States is important to the television landscape.

Megareps: Feeling full impact of consolidation

The dust appears to be settling from the whirlwind of acquisitions, mergers and start-ups that dramatically consolidated the radio rep industry throughout the 1980's. As the decade draws to a close, the big rep firms that have evolved are now intent on using their newly found muscle to pump up slow growth of national spot sales. Most rep company executives agree that while the full impact of consolidation has not yet been determined, the phenomenon generally appears to be a positive one for the industry.

While there are still some independent rep firms fighting to maintain their share of the advertising pie, Interep and Katz Radio Group are estimated to control approximately 90% of the business today. The megareps appear intent on using that stronghold to lure some of the untapped advertising and promotional dollars that the industry needs during the current period of slow growth (see accompanying chart).

"What we experienced in 1986 and 1987, which were really formative years for us in acquiring and assimilating these acquisitions into our respective corporate cultures, was no growth in radio spending," said Ken Swetz, president, Katz Radio Group. Starting with Katz Radio, the megarep grew during this decade to include Republic Radio and Christal Radio (both acquired in 1984), and Katz Hispanic Radio Sales and Banner Radio (both created in 1987). "We have finally put ourselves in the position to be a radio service to the agency and the advertiser," said Swetz, "and that is the primary focus."

Independent competitor Marv Roslin, president, Roslin Radio Sales, said he had his differences of opinion with the megareps but agreed that "the consolidation has been positive, to some extent, because the consolidators have become more interested in developing new clients for the medium. They're beginning to make substantial investments along those lines, and they realize that the medium needs an infusion of new clients and new money because the old money is being worn down."

Included among those "substantial investments" is The Radio Store, a marketing strategy developed by Interep that offers advertisers and agencies complete media plans. The Radio Store was started about a year ago but has just picked up speed with the appointment of Ellen Hulleberg, a longtime Interep employe, as its president.

"Consolidation has given us the resources to do things like The Radio Store," said Les Goldberg, president, Interep. The firm, which began as McGavren Guild, has grown to include HNWH (acquired in 1981); Major Market Radio (acquired in 1983); Durpetti & Associates (created in 1985); Group W Radio Sales (created in 1986), and Torbet Radio (acquired in 1987).

"We are now getting a large enough share of revenues that when we create a piece of business we are getting a fair share of it," said Goldberg. "So we can afford to put a lot more money behind the new business development than we could when we were just McGavren Guild."

Consolidation has also helped Interep develop the sales staff of its companies, according to Goldberg, who said the company has

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committed in excess of $1 million this year to training all levels of its sales personnel. He added that despite the consolidation, salespeople within the different Interep companies often go head-to-head with each other in competing to represent the same radio stations.

Swetz noted that a big advantage experienced by Katz Radio Group as a megarep has been the ability of the company's 250 salespeople to move beyond the single station sale to include regional and national marketing campaigns. "As a singular company [Katz Radio], we devoted much of our energy at the buying level, fighting for a piece of the action against all of the other radio stations in the marketplace," he said. "We were our own worst enemy."

Along with the advantages of megareps, however, Roslin noted that there may be a drawback in that some radio stations are uncomfortable with representation by the same company that is representing the competition: "It's hard for them to get into the spirit of a co-op when they're so fiercely competitive locally."

Roslin noted that throughout the consolidation, independent reps have maintained advantages of their own: "[Megareps] are in control of what goes on, and as a result they claim stations that are represented by them have a better opportunity of getting more than stations represented by us. We maintain that stations with equivalent ratings will have a better opportunity with us than with them because of our interest in them as individual stations as compared to stations sold in aggregate."

Carl Butrum, president, Eastman Radio, said that a negative aspect of industry consolidation has been the resulting fewer alternatives for radio stations. "As people who provide a service, I am in favor of them having more alternatives and more options, not less," he said. As the number of rep firms has decreased, he said, stations in smaller markets are finding it more difficult to find quality representation.

"There are some people who would still like to have the option of choosing among 30 rep firms," admitted Goldberg. However, he added: "I think that when they think it through they realize that it has been good for the industry, because we're able to put more money into developing business and we're able to have...better firms."

Whatever the case may be, Butrum used the word "intense" to describe competition among the rep firms under consolidation. "I think we're in a period where many of the reps are spending more time stealing one another's clients than they are selling time," he said, "and this is going to continue until stations finally decide that they're hooked up with a quality organization and that changing reps is not the answer to their problem."

Eastman was hit last month by Emmis Broadcasting's decision to sign its properties exclusively with Interep. While it may be premature to cite a trend, Clear Channel Communications is said to also be looking to sign all its stations with one rep firm.

Catering to individual broadcasting groups may prove to be a two-edged sword, warned Shelly Katz, president, Katz & Powell. He said that while he could understand the validity of a rep firm courting a major group with tremendous selling power, he added that the rep firm would have to be on guard against giving its independent clients short shrift.

Goldberg said that he did not anticipate a wave of broadcasting groups seeking to consolidate their sales with one rep firm. "I don't view Interep's growth in the long run as coming from soliciting other people's clients," he said. "I view Interep's growth as coming from the industry growing, by making more dollars available."

Opinions among rep firm executives also differed regarding the possibility of further consolidation. Some predicted further consolidation; others expected the players to remain essentially as they are today, and still others saw the creation of additional firms inside or outside the megarep structure.

Radio spot sales

1975	$242,983,500
1980	$508,520,400
1983	$709,317,700
1984	$824,003,300
1985	$910,323,900
1986	$927,686,300
1987	$924,502,700
1988	$995,885,300

Based on information from top reps compiled by Radio Expenditure Reports, Mamaroneck, N.Y.

Roslin was among those who said he thought that there could be further consolidation ahead. "If we're looking toward a major wage inflation and sales remaining flat," he said, "there's a possibility that it could happen in 1989." The megareps may also grow, he added, by providing major broadcasting groups with individual sales divisions.

Katz said that growth in the industry could come in the form of companies within the megarep structure looking to branch out into new areas, such as the burgeoning Hispanic market (Katz Radio Group has already formed Katz Hispanic Radio Sales). Goldberg said that "there's the possibility that we could start another company; it depends on industry climate."

Tony Miraglia, vice president-general manager of CBS Radio Representatives, said that within the next two years there could be a reemergence of rep firms owned by broadcasting companies. During the 1960's and 1970's, it was not uncommon for major groups such as Metromedia, ABC and Group W to have their own rep firms. "What I sense happening is that there is a lot of unrest among the larger broadcasting companies about the quality of the service they are receiving," said Miraglia, which he added may prompt the trend.

"I think we're in for a period of stability," predicted Butrum. "Basically, you're going to have about 15 reps, and certainly for the next five years that number isn't going to change much."

Swetz said he anticipated no further consolidation, a sentiment echoed by Goldberg: "I think that over the next few years, we will pick up some stations from other reps and other reps will pick up a couple of stations from ours, so when all is said and done, our shares will be about the same as they are now. So, it becomes paramount to make the industry grow."

A Guide To National Radio Reps

CBS Radio Representatives

□ *Stations Represented: 64.*
□ *Major Clients: CBS Broadcast Group, Bonneville International Corp., Jefferson-Pilot Communications Co., Keymarket Communications.*
□ *Offices: 11.*
□ *Ownership: CBS Inc.*
□ *Senior Executives: Anthony Miraglia, VP-general manager; Bennett Zier, VP-director of sales.*

CBS Radio Representatives, which has its origins as a rep firm for parent company CBS Radio since the late 1920's, presently represents 64 stations in 34 markets. CBS Radio Spot Sales was officially named in 1936 to represent the company's AM stations, and was joined in 1969 by an FM counterpart named CBS FM Sales (which became CBS FM National Sales in 1977). The present structure of the company was established in November 1985 when the rep firm consolidated its two sales companies, CBS Radio Spot Sales and CBS FM National Sales, into a single organization.

CBS Radio Representatives has just entered the second year of its five-year development plan, according to Anthony Miraglia, vice president/general manager. Part of that plan, he said, is to remain small while

expanding to include representation in each of the top 50 markets. Also part of that plan is to target radio stations with what he described as "adult" audiences.

"What we in the radio industry have to do is demonstrate to advertisers that the real lush market for them to attract is not the younger end but the 45-64-year-old adult," said Miraglia. "That's where the growth is for the next decade," he said, adding that the company turns away at least one client each week because the audience bases are too young. "I tend to shy away from the stations that will basically generate as their core audience the 12-25-year-old," he said.

CBS Radio Representatives also looks toward the 1990's as an "age of specialization," said Miraglia, and is preparing to meet that demand with the recent establishment of three specialty divisions: sports, farm and Hispanic. He said the company expects each of those three areas to be major sources of growth for spot radio in the next decade.

CBS Radio Representatives billed approximately $75 million in 1988, according to Miraglia, with a staff of 52 salespeople and a client list of 64 stations (including some combinations). He said the company intends to maintain its almost one-to-one relationship as the client list grows.

"You have to be flexible with your marketing plans because the marketplace does change," said Miraglia, regarding the company's five-year plan. "But basically we feel that we're on the right track and that our focus is correct for the next decade."

Concert Music Broadcast Sales

□ *Stations represented: 30.*
□ *Major clients: WNCN(FM) New York, KKGO-AM-FM Los Angeles; WNIB(FM) Chicago; KDFC-FM San Francisco; WCRB(FM) Waltham, Mass. (Boston); WRR(FM) Dallas; KRTS(FM) Seabrook, Tex. (Houston); WGKA(AM) Atlanta; KFUO(AM) Clayton, Mo. (St. Louis); WXCR(FM) Safety Harbor, Fla. (Tampa); WTMI(FM) Miami; WQRS(FM) Detroit, and WFLN-FM Philadelphia (the last three owned by Marlin Ltd. Broadcasting Inc.).*
□ *Offices: 7.*
□ *Ownership: Peter J. Cleary and Peter Besheer, equal partners.*
□ *Senior executives: Peter J. Cleary, president; Peter Besheer, executive VP, and Roy Lindau, director of marketing and sales development.*

Concert Music Broadcast Sales was started in 1976 to provide spot representation for classical music stations. Peter J. Cleary, president and co-founder of the company, said he realized the need for such a firm while working as a representative for RKO Radio. "We could ill afford to give the kind of intense qualitative sales effort to [RKO's classical WGMS-FM Washington] that was needed because it put us into a head-to-head battle with media buyers who wanted to buy CPM's. Given the amount of money that we were getting from those media buyers who were buying CPM's in all of the other RKO markets, it simply made no sense to alienate those relationships by trying to force them into looking at the qualitative aspects of WGMS-FM's position in the marketplace."

Thus Concert Music Broadcast Sales was born with an initial client list of three stations that has since grown to 30. The company has continued to represent only classical properties, turning away opportunities to represent stations carrying different formats. As Cleary defined it, the company has intentionally painted itself into a corner by creating a situation where survival can be maintained strictly through qualitative sales.

"Only a firm that is structured to do only that kind of selling can afford to run the risk, as we often do, of alienating the media department of an agency which, rightly or wrongly, perceives that its job is to deliver as many of those men age 35-64 for the fewest amount of dollars without much concern for what the psychographics of that group of bodies is," said Cleary.

"We see a trend in advertisers defining their markets not necessarily geographically or by medium but by the psychographic characteristics of the people they're trying to talk to," he added. "What we are doing is trying to build a company that can respond to that need on multiple levels." The rep firm's parent company, Concert Music Broadcasting Inc., also owns the satellite-delivered Concert Music Network; classical KHFM(FM) Albuquerque, N.M., and a majority interest in *Ovation* magazine.

Eastman Radio

□ *Stations represented: 170.*
□ *Major clients: H&D Broadcast Group, Jacor Communications Inc., Malrite Communications Group Inc., Pinnacle Broadcasting, Stoner Broadcasting System Inc., Susquehanna Broadcasting Co., TK Communications Inc.*
□ *Offices: 12.*
□ *Ownership: Wholly owned subsidiary of Jacor Communications Inc.*
□ *Senior Executives: Frank Wood, chairman; Carl Butrum, president; Mike Nicassio, executive VP, sales.*

Eastman Radio was opened in 1958 by Robert Eastman, a long-time radio executive whose experience included top positions at John Blair & Co. and ABC Radio. In the early years, the company expanded its client base of five stations primarily by focusing on the many AM stations adopting the new top-40 format.

Eastman retired in 1972 and the company's employes bought the company, a structure that remained until Jacor Communications Inc. purchased Eastman Radio one year ago. At the time of the Jacor purchase, then-President Jerry Schubert stepped aside to make way for current leader Carl Butrum, a previous executive vice president for sales who has been with the company since 1973.

According to Butrum, Eastman Radio lost 27 markets and gained 35 during its first year under ownership by Jacor, a publicly held radio group based in Cincinnati. The company, with 42 salespeople and a full staff of more than 90, last year billed an estimated $70 million and showed a pre-tax profit of just over $1 million.

Eastman Radio's primary focus is the radio station, said Butrum, adding that "if we work within the needs of the radio station, the advertiser's needs are going to be taken care of." Although the rep firm ranks high among companies targeting markets 25-200, he said Eastman is concentrating its present solicitation efforts on properties in the top 10 markets. "It makes my life easy. I know exactly where I have to go and I am spending my time going there," said Butrum.

Especially now that Eastman Radio is owned by a radio group, the rep firm positions itself as a "broadcaster's rep" that is owned by fellow broadcasters who are especially sensitive to the needs of the radio station.

"Our number-one objective is not to abuse the inventory of the radio station but to act in concert with the local sales staff," said Butrum.

Interep

□ *Stations represented: approximately 1,200.*
□ *Major clients: Bonneville International Corp., Emmis Broadcasting Corp., EZ Communications Inc., Gannett Broadcasting Group, Westinghouse Broadcasting Co. (Group W), Infinity Broadcasting Corp., King Broadcasting Co., Nationwide Communications Inc., Noble Broadcast Group, Sconnix Broadcasting Co.*
□ *Offices: 16 cities.*
□ *Ownership: ESOP.*
□ *Senior Executives: Ralph Guild, chairman of the board, Interep; Les Goldberg, president, Interep; Ellen Hulleberg, president, The Radio Store; Peter Doyle, president, McGavren Guild; Jacqui Rossinsky, president, HNWH; Warner Rush, president, Major Market Radio; Tony Durpetti, president, Durpetti & Associates; Tom Turner, president, Group W Radio*

Continues on page 77.

are based on feature films: *Adventures in Babysitting*, *Coming to America* and *Married to the Mob*. *Coming to America* is produced by Eddie Murphy Productions with Paramount.

Other comedies:

■ *The Dave Thomas Show*, a comedy-special featuring *SCTV* veteran Thomas.

■ *The Gregory Harrison Show* features Harrison as a fashion photographer who is awarded custody of his two sons. Harrison and Frank Levy are executive producers of the show from MGM/UA TV.

■ *His & Hers* is a half-hour production from Gary David Goldberg's UBU Productions, in association with Paramount.

■ *Hot Prospects*, from Republic Pictures, is about a man who brings women to the old West to work as waitresses in his saloon.

■ *Julie Brown: The Show*, described as a show-within-a-show, is a Castle Rock Entertainment production.

■ *Mars: Base One*, co-written by Dan Aykroyd, deals with a domestic situation in a mining colony on Mars. From Weintraub Entertainment Group.

■ *Partners in Life*, created by Rob Reiner and Phil Mishkin, is produced by Castle Rock Entertainment.

■ *Mulberry Street* is about a woman who balances a career as assistant to a New York mogul with a home life that includes an eccentric Italian family. The show is a Warner Bros. production.

■ *Normal Life* stars Dweezil and Moon Zappa as teenagers in the Hollywood Hills. Bernie Brillstein is executive producer for Brillstein Co.

■ *The People Next Door*, from Lorimar TV, is about a cartoonist whose macabre imaginations come to life.

■ *Shivers*, from Columbia Pictures Television, is about a father and his two children, who move into a haunted house.

■ *Starting Now* is about an art assistant and aspiring actress who works on a children's television show. The program stars Ricki Lake, with Henry Winkler and Ann Daniel as executive producers for Paramount.

■ The network also has an untitled Ed Begley Jr. pilot series that has the former co-star of *St. Elsewhere* as the former host of a children's television show who is named to replace his wife on the city council after she leaves to give birth to the couple's child.

On the drama side, the network brings back some series veterans, including Lindsay Wagner, James Farentino, Tim and Daphne Maxwell Reid, and Lee Majors.

■ *American Nuclear* stars Farentino and Lindsay Crouse in a one-hour show about writer Jimmy Breslin and his activist-politician wife, Ronnie Eldridge. Breslin is technical advisor and has a small part in the production from Warner Bros. TV.

■ *The Bakery*, from GTG Entertainment, is set in a California police station. It stars David Dukes.

■ *Curse of the Corn People*, about a group of young friends who work to fulfill their dream of making a low-budget horror film, produced by Beachwood Productions in association with Aaron Spelling Productions.

■ *The Heat* is a one-hour program from MGM-TV. Lewis Chesler, Gary Devore and David Debin are executive producers.

■ *Loose Cannons* is a two-hour pilot starring radio personality Shadoe Stevens as a Los Angeles detective. Fred Silverman and Dean Hargrove are executive producers of the project, which is produced by Silverman Productions in association with Viacom.

■ *Nick Knight* is about a young homicide detective who can only work at night because he is a vampire. The show is from New World Productions.

■ *Outpost* is a futuristic look at a former marine who is the only law on a colony on a distant planet. The show is from Columbia Pictures Television.

■ *A Peaceable Kingdom* stars Lindsay Wagner as the managing director of a city zoo. Mark Waxman is the executive producer.

■ *Snoops* stars Tim and Daphne Maxwell Reid, formerly of *Frank's Place*, as a Washington-based husband and wife crime-solving team. The show is produced by the Solt/Egan Co. in association with Timalove and Viacom.

■ *Triangle* looks at the relationship among three friends—a cop, a private detective and a public defender. The show is produced by Columbia Pictures Television.

■ *Travelin'*, starring Lee Majors and Ellen Greene ("Little Shop of Horrors" and HBO's *Glory, Glory*), is about a newspaper columnist and the man of the road she meets, from Weintraub Entertainment Group.

■ *Wildest Dreams* focuses on the imaginings of 11-year-olds. The show is produced by Lorimar Television. □

NBC wins week 25 with 16/26.1, CBS wins news

NBC won the prime time week (ended March 12) with a 16 rating and a 26.1 share. ABC came in second with a 12.3/20.1, just ahead of CBS's 12.1/19.6. For evening news, CBS was out in front with an 11.5/21, followed by ABC's 11.2/20 and NBC's 10.2/19.

NBC won Monday, Thursday and Saturday. ABC won Tuesday, Wednesday and Friday. CBS won Sunday.

Nielsen		Net	Show
1	27.7/40	A	Roseanne
2	25.3/40	N	Cosby Show
3	25.1/38	N	NBC Monday Movie
4	23.0/39	C	60 Minutes
5	22.6/34	A	Who's the Boss?
6	22.7/35	N	Different World
7	22.6/34	A	Anything But Love
8	22.4/33	A	Wonder Years
9	21.7/34	N	Cheers
10	21.2/32	C	Murder, She Wrote
11	20.7/30	N	ALF
12	19.6/31	C	People's Choice Awards
13	19.2/34	N	Golden Girls
14	18.9/28	N	Hogan Family
15	18.7/29	N	Dear John
16	18.1/27	N	Matlock
17	18.0/29	N	Night Court
18	17.9/29	A	Growing Pains
19	17.6/30	C	Knots Landing
20	17.2/27	A	Head of the Class
21	17.1/25	N	In the Heat of the Night
22	17.0/27	N	Unsolved Mysteries
23	16.8/29	N	Empty Nest
24	16.1/26	A	thirtysomething
25	16.1/31	N	Hunter
26	15.9/26	N	My Two Dads
27	14.9/26	N	Midnight Caller
28	14.7/21	C	Murphy Brown
29	14.7/26	N	Amen
30	14.5/25	A	Full House
31	14.5/25	N	L.A. Law
32	14.3/21	A	ABC Mystery Movie
33	14.2/21	C	Designing Women
34	14.2/21	N	Family Ties
35	14.2/22	N	NBC Sunday Movie
36	13.7/23	C	Dallas
37	13.5/24	C	Wiseguy
38	13.4/21	A	Coach
39	13.0/19	A	MacGyver
40	13.0/24	N	227
41	12.9/19	C	Kate and Allie
42	12.8/20	C	48 Hours
43	12.7/20	A	American Salute: Liz Taylor
44	12.4/18	C	Newhart
45	12.3/20	A	Hooperman
46	12.1/22	A	China Beach
47	12.2/21	N	Father Dowling Mysteries
48	12.1/22	A	20/20
49	11.8/22	A	Falcon Crest
50	11.6/21	C	Day by Day
51	11.4/17	N	Mr. Belvedere
52	11.3/19	A	Married With Children
53	**.*/16	F	ABC Sunday Movie
54	10.9/17	A	Just the Ten of Us
55	10.7/18	A	Paradise
56	10.4/16	C	Unsub
57	10.3/19	N	Equalizer
58	10.0/16	C	America's Most Wanted
59	9.9/15	F	Hard Time on Planet Earth
60	9.5/15	C	Miami Vice
61	9.4/16	N	Magical World of Disney
62	9.3/16	N	Beauty and the Beast
63	8.8/14	C	This is America, C. Brown, part 6
64	8.2/15	C	Man Called Hawk
65	8.1/14	A	Marvin Special
66	8.1/14	C	NBC News Special
67	8.1/15	N	Mission: Impossible
68	7.8/14	A	Flight-Navigator, part 1
69	7.7/12	A	West 57th
70	7.6/14	C	Cops
71	7.5/13	F	21 Jump Street
72	7.1/12	F	Dolphin Cove
73	7.0/13	C	Tour of Duty
74	7.0/10	C	CBS Tuesday Movie
75	6.4/10	C	Heartbeat
76	6.3/11	A	Great Circuses of the World
77	6.2/10	A	Garry Shandling's Show
78	5.3/8	F	Murphy's Law
79	5.2/10	A	TV 101
80	5.1/9	C	Reporters
81	4.9/9	F	Tracey Ullman Show
82	4.6/7	F	Duet
83	3.7/6	F	

* Nielsen syndicated weekly pocketpiece

Cassandras *

(Week ending March 5)

	Rtg.	Show	Stns.	Covg.
1	15.9	Wheel of Fortune (Syn.)	230	99
2	13.8	Jeopardy	214	97
3	12.4	Cosby Show	196	97
4	10.2	Star Trek	238	97
5	10.6	Oprah Winfrey Show	217	99
6	10.5	Wheel of Fortune (Wknd.)	206	93
7	7.8	Fatal Passions, special	110	89
8	7.5	Current Affair	144	89
9	7.5	Entertainment Tonight	163	92
10	7.4	Donahue	225	99
11	7.4	Geraldo	192	99
12	7.3	TV Net Movie	179	94
13	7.1	Tri-Star Showcase	119	90
14	7.1	War of the Worlds	227	97
15	6.9	Mama's Family (Syn.)	188	90

The following program is included, but not ranked: World Wrestling Federation, 9.4, 229 stns., 96% coverage.

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fixed earth stations, "our initial strength." For Dalsat and most satellite equipment manufacturers, the new proliferation of private business data, voice and video networks accounts for many orders. Whether for corporations, government agencies or broadcasters, and whether in fixed or mobile application, the user-friendliness Dalsat claims for its automatic satellite locater led to six sales since it was exhibited in prototype last year, said Moore. On exhibit within an SNV this year, the locater requires the operator to enter only a satellite's name. From there, he said, "it calculates the azimuth, elevation and polarization for the operator."

Satcom, whose steerables are incorporated in Centro and Roscor SNV's, said Henderson, is also offering a one-piece flyaway steerable with approximately the same $180,000 price tag put on the fixed antenna. And it will be a flyaway, not a truck, that Satcom exhibits at the show.

Obviously a cheaper though less mobile option to the trucks, flyaways may be the most common satellite antenna equipment in or outside the exhibit hall. Edgewood, Ky.-based Midwest has expanded its flyaway offerings from one to six possible packages, ranging from about $135,000 to $258,000. Now offering a 2.4-meter dish, as well as its established 1.8-meter version, Midwest has "updated the electronics," said Executive Vice President Jay Adrick. Options include 200 w and 300 w phase-combined versions and a 300 w single thread version. The phase combining, said Adrick, provides redundancy and just under double the 200 w or 300 w powers to deal with the threat of rain fade.

As for the evolution of the state-of-the-art SNV, said Adrick, "the refinements are pretty well there." SNV sellers almost uniformly report that, once the buyer has settled on a basic truck that satisfies minimum network requirements with four to six equipment bays, some system redundancy and anywhere from a 2.3-meter to 3.7-meter dish—that much at an average price of just under $300,000—the options include more equipment bays to handle more editing decks, cameras and monitors and more complete system redundancy. The finished product will, as it did last year, cost an average $350,000, but averages can be somewhat misleading when, as Dalsat's Moore pointed out, "most all of our work is custom."

Another component, the communications package, has also grown more complex. The Skyswitch package, used by ABC, CNN and CBS, now allows operators to use as many as eight voice circuits simultaneously to coordinate end-to-end video transmission. "That is a big deal," said CBS NewsNet director Nell Donovan.

R • E • P • S

Continued from page 60.

Sales; Tony Fasolino, president, Torbet Radio.

One of two "megareps" that controls an estimated 90% of the national radio rep business, Interep traces its origins back to 1946. In that year, West Coast radio station owner Lincoln Dellar launched Western Radio Sales, a company that went through a series of ownership changes before arriving at its present status as an employe-owned operation.

Key to the company's development over the years has been CEO Ralph Guild, who joined the rep firm—then known as McGavren-Quinn—in 1957. Guild, a protege of Dellar, was at the forefront of the company throughout its years of tremendous expansion. Observing fragmentation in the radio industry that began to take hold earlier in this decade, the company—called McGavren Guild since 1965—chose to create a holding company, Interep, that was designed to own separately managed and competing rep firms.

In 1981 Interep began a series of acquisitions, internal mergers and start-ups, forming a group that today comprises McGavren Guild Radio, HNWH (acquired as Hillier, Newmark & Wechsler, 1981; Buckley Radio, 1981, and Bernard Howard & Co., 1982); Major Market Radio (acquired 1983); Durpetti & Associates (created 1985); Group W Radio Sales (created 1986), and Torbet Radio (acquired 1987).

Much of Interep's growth is now focused on The Radio Store, a marketing service that recently switched to full gear with the appointment of its own president, Ellen Hulleberg, a long-time Interep executive who most recently served as president of McGavren Guild Radio. The Radio Store offers a one-stop shopping source for advertisers and agencies, providing, among other services, promotional tie-ins, creative help and mixed media campaigns (combining radio with direct mail, for example, or with newspaper advertising campaigns).

The Radio Store, according to Interep, was created to address several alarming trends that began to develop in the 1980's: a declining growth rate for national spot radio; an increasing tendency toward regionalized buying, and a movement toward network and syndicated radio because of attractive pricing and audience targeting. Additionally, the company said it discovered that as much as 70% of advertising dollars were being directed toward promotions. Many of those promotions, ranging from bumper stickers to remote broadcasts, were being sold locally. Interep added that the advertising industry, subjected to mergers and acquisitions of its own, would be looking for such assistance as a way to insure bottom-line profit.

The following six companies, which collectively bill an estimated $400 million-$500 million annually, fall under the Interep umbrella:

■ *McGavren Guild Radio.* Taking its name after Daren F. McGavren and Ralph Guild, the company served as a starting block for Interep. Part of the growth of McGavren Guild's client list, which reaches more than 150 markets, came by taking over stations from Buckley Radio Sales, a former Interep company. The company had a change in leadership at the start of this year when Peter Doyle was named to replace former President Ellen Hulleberg, now president of The Radio Store.

■ *HNWH.* The company was originally formed as Hillier, Newmark & Wechsler in 1981 with executives Phil Newmark, president; Chuck Hillier, executive VP and central division manager, and Ira Wechsler, executive VP and western division manager. Its station base, boosted, in part, by the merger of Interep's Bernard Howard & Co. and Buckley Radio Sales, has major radio station clients in more than 100 markets.

■ *Major Market Radio.* The company, which had its origins as AM Radio Sales, was acquired by Interep in 1983. Its client list of 50 leading radio stations focuses on major market properties.

■ *Durpetti & Associates.* Launched in 1985 by Interep, the company was named after its president, Tony Durpetti, former executive VP, central division, of McGavren Guild Radio. The company is structured as a boutique full-service rep firm specializing in the top 100 markets.

■ *Group W Radio Sales.* Created by Interep in 1986 to represent Group W-owned stations, the company today represents 17 adult quality stations.

■ *Torbet Radio.* Interep's latest acquisition, the 22-year-old company was purchased along with Select Radio Representatives in 1987 from Reliance Capital Group Ltd. Partnership for $9.5 million (Reliance had earlier purchased John Blair & Co.).

Katz & Powell Radio Sales

□ *Stations represented: approximately 150.*
□ *Major clients: All Pro Broadcasting Inc., Sorenson Broadcasting Corp.*
□ *Offices: 11.*
□ *Ownership: Shelly Katz, Dennis Powell.*
□ *Senior executives: Shelly Katz, president; Dennis Powell, executive VP, and Howard Weiss, VP, Midwest region.*

Katz & Powell was formed in October 1987 with the purchase of a portion of Masla Radio. Shelly Katz, a nine-year veteran of the rep business—first with Marv Roslin and later as a regional rep with his own company, Shelly Katz Radio Sales—said he started the company to extend his experience into the national arena. Prior to his entry into the rep business, he had been a station owner with properties in Florida (in-

cluding an Orlando combination then known as WELE-AM-FM Ormond Beach).

"As a former station owner, it just boggles my mind how any station owner can justify the fact that different companies under the same umbrella are representing four or five stations within a market," said Katz, describing his company's independent philosophy.

Katz & Powell has about 35 salespeople whose collective background is centered on actual radio station experience. Plans are under way, according to Katz, to add one salesperson each in New York, Chicago and Los Angeles within the next three months. All but one person from the original sales staff, added Katz, are still with the company.

If Katz & Powell has any special qualities as an independent rep, said Katz, it is the company's ability to provide the type of service where radio stations can pick up the phone and talk to the boss.

Katz Radio Group

□ *Stations represented: more than 1,400.*
□ *Major clients: Capital Cities/ABC, Cox Enterprises Inc., Great American Broadcasting, Legacy Broadcasting Inc., Malrite Communications Group, Nationwide Communications Inc., NewCity Communications Inc., Park Communications Inc., Scripps Howard Broadcasting Co., Tribune Broadcasting Co.*
□ *Offices: 14 cities.*
□ *Ownership: Katz Communications, 100% held through employe ESOP.*
□ *Senior Executives: Ken Swetz, president, Katz Radio Group; Charlie Colombo, president, Banner Radio; Bill Fortenbaugh, president, Christal Radio; Stu Olds, president, Katz Radio; Gene Bryan, VP, national sales manager, Katz Hispanic Radio Sales; Jerry Cregan, president, Republic Radio; Bonnie Press, VP, general manager, Katz Radio Group Network; Susan Wagner, VP, director, Katz Radio Group Marketing, and Bill Schrank, VP, director, Katz Radio Group Research.*

Although officially formed in 1984, this "megarep" has origins dating back more than a century. Started as a newspaper advertising rep firm known as the E. Katz Special Advertising Agency, the company took on its first radio clients in 1931. A separate radio sales division was established in 1935, launched with a list of carryover and new clients that included WHN(AM) New York, WKY(AM) Oklahoma City, WCAO(AM) Baltimore, WDAE(AM) Tampa, Fla., and WMC(AM) Memphis. The list continued to grow in subsequent decades, but it was during the industry consolidation of the 1980's that the company blossomed into the major force it has become today.

Katz Radio expanded to become known as the Katz Radio Group in 1984 with the acquisitions of Republic Radio (formerly RKO Radio Sales) and Christal Radio. The company further expanded in 1987 through the formation of Katz Hispanic Radio Sales and, following the purchase of what was previously known as Blair Radio, the creation of Banner Radio.

The industry consolidation has allowed the Katz Radio Group to create several departments that benefit each of the separate companies. Katz Radio Group Farm Sales, specialists in selling radio in agricultural markets; Katz Radio Group Network, which enables advertisers to simultaneously buy radio spots on all or any combination of stations represented by the megarep; and Katz Radio Group Marketing, which promotes radio as a viable vehicle for advertising and promotion.

Katz Radio Group claims to also benefit from certain synergies with the Katz Television Group, formed by employe-owned parent company Katz Communications in 1976. According to Ken Swetz, president of the Katz Radio Group, both groups are developing programs that will develop the concept of a radio-television media mix. Marketing departments on both sides, he said, are setting up sales development ideas that include jointly targeted accounts.

"The future is in harnessing this tremendous lineup of stations that we have and getting away from just selling spots," said Swetz. Rather, the company is focusing on creative approaches to developing the overall marketing plans of advertisers. "Nationally," he said, "we have finally put ourselves in the position to make the transition from the traditional product sell into the customer-oriented marketing focus sell."

Swetz, who joined Katz Radio in 1969 as a salesman and has been president of Katz Radio Group since 1984, said an important advantage in being a megarep is the ability to sell entire marketplaces in addition to single stations. "On the developed sell," he said, "we can go in and we can say 'do you want a specific market, a specific region or total national?'"

"We are in a position to deliver, on average, in excess of a 50% share of every single marketplace," said Swetz, who heads a staff of 250 salespeople that bill about $500 million annually, according to the company. With the exception of Katz Hispanic, the Katz Radio Group generally describes itself as four companies competing for the same clients.

Each of the companies within the Katz Radio Group essentially shares the same structure, which includes a division head and two separate branches representing sales and sales goals. Each of the companies has its own sales and research staff. The full-service companies included under the Katz Radio Group umbrella include:

■ *Katz Radio.* Started as Katz Radio Sales in 1935, it is the original rep firm in the Katz Radio Group.

■ *Banner Radio.* Formed from acquisitions made in 1987 from Reliance Capital Group Ltd. Partnership, which had earlier purchased John Blair & Co.

■ *Christal Radio.* Founded by Henry Christal, the company, with its list of clear channel market leaders, was acquired in 1984.

■ *Republic Radio.* Purchased in 1984, the company list originally consisted of the former RKO Radio stations.

■ *Katz Hispanic.* Launched in 1987 by Katz Radio, the company initially represented eight Tichenor Media System Inc. radio stations but has grown to 33 Hispanic stations nationally.

Roslin Radio Sales

□ *Stations Represented: 250.*
□ *Major Clients: The Daytona Group, Federal Broadcasting Co., Fritz Broadcasting Inc., Greater Media Inc. and Heritage Media Corp.*
□ *Offices: 8.*
□ *Ownership: Marv Roslin.*
□ *Senior Executives: Marv Roslin, president.*

Roslin Radio Sales founder and President Marv Roslin described his company as providing "personal service, hands-on management, and the willingness to embark on the conceptual sell." Roslin formed the company in 1974 after leaving as a partner with White, Roslin, Hafemann Advertising, New York. The company's growth over the years included a boost in 1986 with the purchase of several stations represented by Interep's Weiss & Powell.

Since Roslin Radio Sales is relatively small in comparison to the megareps that grew up around it during the 1980's, Roslin said his company is able to offer "direct responsiveness" to client requests. "We're not selling on the basis of aggregate audience statistics," he added.

Roslin Radio Sales, which reported billings of approximately $11 million last year, is looking at special programing as a growth area. Examples of such programing, said Roslin, include sports events and informational programs focusing on medical or financial news. "I think this is where we have to go in order to develop the markets for our radio stations," he said.

"We also want to get involved more with AM stations that have excellent facilities, because we believe that the information wave will become even more important within the context of radio," said Roslin. "Those people who want to address specific markets will find AM radio stations far more capable of dealing with it than their counterparts on the FM dial." ■

By George Mannes, Rich Brown and Geoff Foisie